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How Departments Are Grouped Under Buyers in Retail Stores

Facts Regarding Buyers

This analysis is especially interesting to you because it shows how stores group their selling departments under individual buyers and what percentage of these buyers buy lines related to their own. 827 stores are used as a basis on which the percentages are computed.

Every day thru Women's Wear Daily these buyers read all the news about their own line—and in addition other related lines as well—and every fortnight in Women's Wear Magazine they find an illustrated resume of fashion and fabric styles. These two media are indispensible to the advertiser of textiles or apparel.

Producers of either textiles or apparel avail themselves of this reader interest by placing their advertising messages in these two publications.

Women's Wear Daily

WOMEN'S WEAR MAGAZINE

Advertising Department

8 East 13th Street New York, N. Y.

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This volume contains the results of a survey made by the Evidence Department of the Fairchild Publications to discover the current practice among certain types of retail stores in grouping selling departments under single buyers. For this purpose 827 stores were selected from 12 States and the District of Columbia, each of these stores having at least three buyers. These stores have a total of 7,629 buyers and 28,836 selling departments.

Among other things this survey shows that in lines of merchandise where the style element predominates, as in millinery, grouping of several departments in a single hand occurs in much fewer instances than in selling departments where the style feature is of minor importance.

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How Departments Are Grouped Under Buyers in Retail Stores

AMONG the various studies of American retail stores which have been published, the great majority took up management, control, bookkeeping, delivery, floor arrangement and kindred problems. Some of the latest works deal with survey "cases," analyzing the systems of single retail stores whose management is generally accepted as excellent, instead of seeking averages of general practice.

As far as it is known, no attempt had been made, at least not on any large scale, to show the manner of grouping of selling departments in retail stores carrying more than one line of merchandise.

The present survey was carried out to study principally two important phases of the departmental arrangement of American department and dry goods stores and specialty shops.

1. To ascertain in what percentage of stores of certain types these lines of merchandise are carried.
2. To determine in what percentage of stores in the majority of instances, the buying for two or more of these 49 selling departments is handled by a single individual.

Definitions

For the purpose of this survey it became necessary to start with some definitions as to the nature of the various types of retail stores considered here. The questionnaires having reference to the outward occurrence of departments being the only material used, the management and inner organization of the stores could not and was not ascertained. With the 49 lines of merchandise under scrutiny in mind, the following arbitrary definitions have been accepted for this survey:

Department store or dry goods store carries women's, children's, infants' ready to wear and dry goods (yard goods).

Specialty shop carries only ready to wear or accessories but no yard goods.

In most instances among the stores surveyed here single buyers purchased more than one line of merchandise. In such cases, in figuring average percentages the buyer was considered as many times and in as many different relations to all the other lines of merchandise as the number of lines he or she purchased. In every one among the selected 28 key lines of merchandise, all the buyers buying a particular line either singly or together with other lines of merchandise were considered as one group.

Uses of the Survey

Conclusions drawn from the findings of this survey will very likely benefit the retail merchant the most. Except in a comparatively few instances, as in the case of the largest department stores or some highly specialized specialty shops, where every line of merchandise has a separate buyer and sometimes several buyers according to price ranges, most of the medium sized

and smaller stores are at one time or other puzzled as to the proper grouping of various departments under one buyer. This survey gives the composite picture of store practice in this respect. The merchant may adopt it if his own store shows a wide variance from general averages. Or he may find in it confirmation of his own system.

By knowing the general practice in departmental grouping under one buyership, jobbers and traveling salesmen may find a more convenient way of grouping certain lines for the purpose of approaching buyers with all the lines they may buy in a large number of cases.

"How big is the market?" is a question very often asked by the manufacturer, the wholesaler and the traveling salesman. The first part of this survey, showing the frequency at which 49 lines of merchandise are carried by retail stores, is intended to answer this question.

The Lines of Merchandise Mentioned in This Survey

The questionnaire sent out by the Retail Directory Department of the Fairchild Publications all over the country mentioned the following lines of merchandise, asking retailers to indicate those which were carried, together with the names of the buyers:

Women's and Misses' Wear.

Aprons – housedresses, bathrobes, bathing suits, belts, blouses–middies, coats and suits, corsets, dresses, furs, gloves, handkerchiefs, hosiery, millinery, neckwear, negligees, petticoats, raincoats, shoes, skirts, sweaters, underwear—knit, underwear—muslin, underwear—silk.

Children's and Infants' Wear.

Bathrobes, coats, dresses, infants' wear, skirts, underwear.

Piece Goods—Notions, Etc.

Art needlework, blankets, cotton dress goods, curtains, domestics, dress trimmings, jewelry, laces and embroideries, leather goods, handbags, linens, luggage–trunks, notions, ribbons, silk dress goods, toilet goods, umbrellas, upholstery–draperies, veilings, woolens.

Material Used and Method Employed

It is evident that a survey of this sort had to employ a method which shows not the system of single stores but the general practice accepted by many stores throughout the entire country.

In compiling final results it had to be considered that the number of retail stores throughout the country would vary from day to day. On the other hand, percentages would tell a story of more lasting value than mere totals would, and for this reason most of the results were expressed in percentages.

The material on which this survey is based was taken from the questionnaires received by the Retail Directory Department of the Fairchild Publishing Co. More than 6,600 such questionnaires were filled out and sent in by as many retail stores carrying women's, children's and infants' ready to wear, accessories and dry goods. From this material 2,986 retail stores were picked out from all the 48 States and the District of Columbia, carrying more than one line of merchandise (single–line specialty shops and variety chain stores being disregarded in this instance). The result of this survey shows the average number of instances in which the various lines of merchandise are being carried by both large and small stores as a single group.

Department Groupings Studied

For the second part of this survey, where the generally accepted groupings of selling departments are studied, certain principles had to be considered. It is evident that where the buying is done by a single person, or even two buyers, there is little or no problem in grouping the departments. It was found that the problem of grouping departments begins where there are three or more buyers and for this reason only women's wear and dry goods retail stores with three or more buyers were considered.

In charting the combinations under single buyerships existing among 49 selling departments in hundreds of

stores the task became of such proportions that the selection of certain key States became necessary. In order to cover all parts of the country with their various retail store practices, the following States and districts were taken up:

Alabama, Arizona, Arkansas, California. Connecticut, District of Columbia, Georgia, Illinois, Michigan, Missouri, Ohio, Pennsylvania, Washington.

From among the questionnaires returned from these States, all retail stores with three or more buyers were selected, making a total of 827 such stores carrying entirely or partly women's, children's and infants' ready to wear, accessories and dry goods. The total number of buyers in these stores for the lines indicated was found to be 7,629, with a total number of 28,836 departments, making the average number of departments per buyer, 3.7.

It is believed that no retail store survey has ever been attempted on such a large scale as this one. Because of its magnitude and the fact that it covers all principal parts of the country, the findings of this survey can be considered, it is believed, as offering a representative cross section of the situation existing throughout the country.

Classes of Stores According To Number of Buyers

Table A gives the classification of the 827 retail stores arranged, according to States, into groups having the same number of buyers in all the lines considered in this survey.

The medium sized stores with three to 10 buyers are almost exactly two-

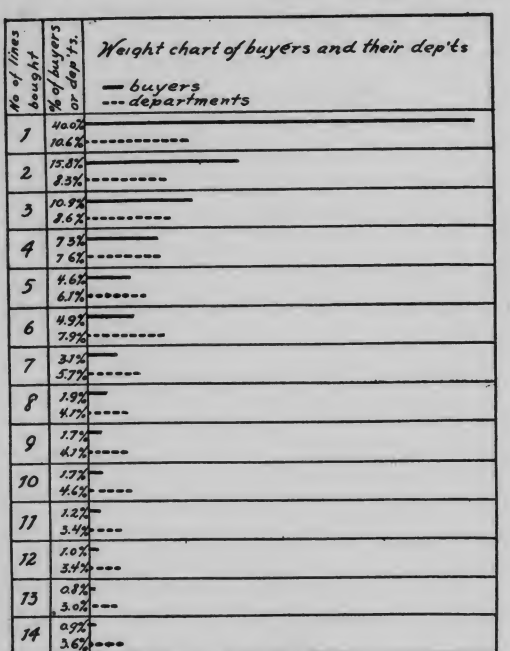

CHART ONE.

thirds of the total number under survey with an average of six buyers per store. The largest stores, having more than 10 buyers, have an average of 16 buyers per store.

Relation of Specialty Shops To Department Stores

Among the retail stores with three buyers or more, such as are under consideration in this survey, the numerical relation between specialty shops and department stores is about one to seven. While no accurate records were compiled for stores with fewer than three buyers, the available lists show that taking all stores, irrespective of the number of buyers, the proportion of specialty shops is much larger. In other words, specialty shops, in many instances, have fewer than three buyers.

Table B shows the numerical relation of the specialty shops to department stores, each having three buyers or more, located in the 12 States surveyed and the District of Columbia.

Table C is a comparative table showing frequency of selling departments in average type (irrespective of size) and in larger stores.

Chart One shows that the average number of buyers per store in stores having three or more buyers is 9.2 throughout the country (among the retail stores surveyed here). The four Southern States, Alabama, Arizona, Arkansas and Georgia, show an average of 7.2 buyers per store, while the Northern and Western States average 9.4 buyers per store.

In this group of stores, each with three or more buyers, the department stores average 9.7 buyers and the specialty shops only 5.4 buyers throughout the entire country.

The average number of departments carried by all these stores is about 33 departments per store out of the 49 lines under investigation.

Larger Stores Carry More Departments

Chart Two compares the frequency at which 28 of the more important key lines are carried by the average of 2,986 small and large stores as one group, and the selected list of 827 stores, the latter each with three or more buyers, as another group. The comparison shows that with the single exception of negligees all the other lines of merchandise are carried by a larger percentage of stores among the more extensively manned stores than by the average.

This condition might be due to the large number of small women's shops, which carry hosiery, negligees, underwear, corsets, etc. It might also be due to the practice in the larger stores to subdivide merchandise known as negligees among several departments so that no negligee department is listed.

The smallest frequency differences are shown in the following departments: Millinery, 3.7 per cent; furs, 4.1 per cent; umbrellas, 4.7 per cent; bathing suits, 5.4 per cent. The present price basis in millinery, especially the inexpensive felts which have been in vogue for some time and which can be carried even by the comparatively small shops, accounts for the fact that millinery shows in the table the smallest difference in frequency between the small and large stores. The tremendous vogue of fur coats in winter and neckpieces in the spring and fall, the fact that many fur manufacturers let stores have goods on memorandum, and the easy way of fitting customers with such coats, is the reason why so many of the smaller stores carry this line of merchandise. Umbrellas are good gift articles at Christmas time, take little floor space, and are among the highest revenue producers per square foot. The growing vogue in bathing costumes undoubtedly accounts for the fact that it is found in stores large and small.

The largest frequency differences between smaller and bigger stores are in the following departments: Silk dress goods, 27.9 per cent; ribbons, 24.7 per cent; cotton dress goods, 23.6 per cent; women's gloves, 21.3 per cent; dress trimmings, 20.9 per cent; notions. 20.6 per cent; woolens and worsteds, 20.4 per cent. The great variety of patterns and colors in silks, cotton dress goods and woolens and worsteds and the large sums involved would make it impossible for the smaller stores to carry these goods. The

combination of colors, fancy effects and sizes in gloves would require a stock too large for the average smaller stores, which carry this line often only for the holiday trade. The high frequency difference in dress trimmings and notions can be accounted for by the fact that in the first column of percentages relating to all types of stores the proportion of specialty shops (carrying ready to wear only) is much greater than among the 827 larger stores included in the second column of figures.

The large composite tabulation below gives a concise picture of the results of this survey. The first column contains the 28 key lines, all the buyers purchasing these lines grouped together into group units. The figures show what percentages of these group units buy any of the 49 lines of merchandise mentioned in the questionnaires. Where such percentages were less than 10 the figures were omitted in order to make the grouping of the other departments more outstanding.

It must be remarked that the reciprocal percentages are not alike by the very nature of things. For instance, 72.6 per cent of the total number of silk buyers buy also woolens and worsteds, while 83.7 per cent of the latter group buy silk dress goods. The 72.6 per cent slice of the total number of (668) silk buyers among the 827 stores is 485, and the 83.7 per cent of the total number of (579) buyers of woolens and worsteds is also 485. In other words, the grouping of silks and woolens in one hand occurred in 485 stores.

The "Lone" Lines

From the composite table below it appears that millinery, shoes and luggage are the "old maids" among the lines of merchandise which are not bunched with other lines, but are being bought mostly by themselves. Taking all millinery buyers as a unit, only blouses, coats and suits, dresses and raincoats are being bought by comparatively small percentages of them as sidelines. Taking the other 28 lines of merchandise as individual units, not

	Number of stores surveyed in													
Number of buyers	Ala:	Ariz:	Ark:	Cal:	Conn:	DC:	Ga:	Ill:	Mich:	Mo:	Ohio:	Pa :	Wash:	Total No. of stores
3	5:	3:	6:	3:	1:	2:	4:	12:	10:	6:	22:	12:	4:	90
4	2:	1:	1:	10:	2:	1:	4:	9:	11:	10:	15:	13:	4:	83
5	4:	1:	1:	14:	2:	2:	1:	12:	9:	5:	11:	12:	5:	79
6	1:	---	2:	4:	1:	---	4:	9:	9:	4:	16:	12:	2:	66
7	6:	---	1:	7:	3:	---	1:	7:	5:	6:	19:	12:	2:	69
8	1:	---	1:	5:	1:	2:	4:	5:	9:	---	18:	12:	1:	59
9	1:	---	1:	7:	4:	---	1:	7:	5:	1:	12:	11:	3:	53
10	1:	1:	1:	6:	5:	2:	1:	9:	4:	3:	5:	9:	3:	50
Over 10	4:	3 :	3:	39:	17:	6:	7:	45:	21:	13:	54:	56:	10:	278
Total No. of stores:	25:	9:	17:	95:	36:	15:	27:	115:	83:	48:	174:	149:	34:	827 Stores
Total No. of buyers:	170:	54:	114:	941:	406:	171:	215:	1126:	679:	392:	1551:	1511:	289:	7629 Buyers

STATES	Department Stores		Specialty Shops		All Stores	
	Number of stores	Number of buyers	Number of stores	Number of buyers	Number of stores	Number of buyers
Alabama	23	163	2	7	25	170
Arizona	8	61	1	3	9	64
Arkansas	17	114	---	---	17	114
California	78	830	17	111	95	941
Connecticut	34	394	2	12	36	406
D. of C.	9	141	6	30	15	171
Georgia	26	209	1	6	27	215
Illinois	103	1,074	12	52	115	1,126
Michigan	71	622	12	57	83	679
Missouri	37	336	11	56	48	392
Ohio	156	1,452	18	99	174	1,551
Pennsylvania	129	1,382	20	129	149	1,511
Washington	31	279	3	10	34	289
TOTALS	722	7,057	105	572	827	7,629

TABLE B.

one of them buys millinery in more than 10 per cent of instances, and the same applies to shoes. The many syndicates leasing departments in the millinery field account to a great extent for the single buying in this line. Luggage is being bought in a small number of instances by the leather goods and handbag and the umbrella buyers.

Largest Groups

Compared with the above-mentioned three "unmarried" lines there are several lines which carry with them a remarkably large company. The most conspicuous among these is knit underwear. The buyers in this line buy, scatteringly, 36 other lines in addition. The interesting part in this combination is that apart from the homogeneous group of hosiery, muslin and silk underwear, all the other 33 side lines are being purchased in a comparatively small number of cases. This is caused by the fact that, with the style element not as yet thoroughly developed in knit underwear, the buying of it is bunched with many scattered lines in the same hands.

The same reason, namely, the lack of great style changes in the type of goods consumed by the average woman, accounts for the extensive groupings of other lines. The following list shows the largest ones:

Knit underwear buyers also buy 36 other lines, silk underwear buyers also buy 32 other lines, umbrella buyers also buy 30 other lines, muslin underwear buyers buy 29 other lines, handkerchief buyers also buy 28 other lines.

Ratings of Survey Stores

In order to obtain some idea of the aggregate financial importance of the 827 retail stores analyzed in this survey, their ratings were checked up

from the current rating book of one of the large rating agencies with the results as shown in Table D.

The large number of stores "not rated" is explained by the fact that many among the business houses with excellent financial standing refuse to make any statement of their financial strength. As mentioned above, only larger stores—largeness judged in this instance by the number of buyers employed—were taken in this survey, which fact accounts for the great number of stores rated over $1,000,000.

Since all the large stores of Illinois, Pennsylvania, Michigan, California, Alabama, District of Columbia, etc., are included in this survey, it is estimated that the total yearly business of these 827 stores could be conservatively estimated at $700,000,000.

Homogeneous Groups Of Lines

Looking through the general table it appears that there are several groups in which lines are grouped in a large number of instances, because these lines are somewhat homogeneous. Some of these groups of merchandise are:

Children's and infants' wear (as a rule, with very few exceptions, the six lines of merchandise quoted under this heading are bunched as one unit when they are bought with other lines), gloves, handkerchiefs, hosiery, neckwear; dresses, blouses, furs, coats; knit, muslin and silk underwear: bathing suits, sweaters; cotton dress goods, linens, linings, silks, woolens and worsteds. (This is a very interesting factor drawn from the table, inasmuch as it shows that in a majority of instances the stores, with the exception of those very highly specialized, have fabric buyers rather than silk buyers or woolen buyers. etc.); jewelry, toilet goods, leather goods.

The arrangement of selling departments in the "average" type of retail store would include the above-mentioned homogeneous groups of lines placed in the same hands.

Majorities Of Buying

In quite a number of instances the buyer of one line of goods purchases in more than 50 per cent of instances other lines of merchandise. The largest such groupings are in the hands of the veiling and cotton dress goods buyers, each buying five other lines in the majority of cases. The following table illustrates all such cases. The lines mentioned here go in pairs, for instance, bathing suits with aprons is one such group of pairs; bathing suits and bathrobes another pair.

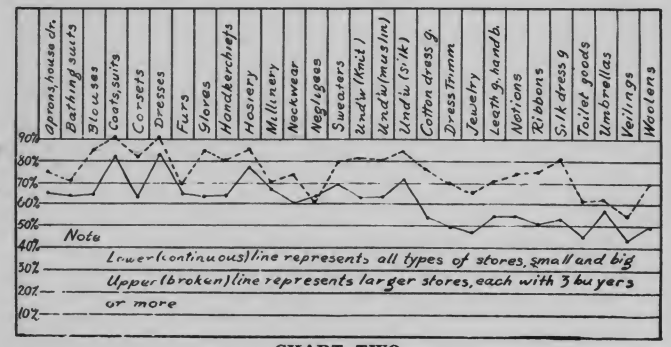

CHART TWO.

Lines of Merchandise	2986 Stores of all sizes	827 Stores with 3 or more buyers	Lines of Merchandise	2986 Stores of all sizes	827 Stores with 3 or more buyers
Aprons-House Dr.	66.2	76.1	Hosiery	78.0	86.8
Bathing Suits	65.8	71.2	Millinery	67.5	71.2
Blousee-Middies	66.5	85.9	Neckwear	60.5	74.8
Coats and Suits	82.1	90.8	Negligees	64.7	61.5
Corsets	64.0	82.4	Sweaters	69.8	79.7
Dressee	83.6	90.5	Underwear-Knit	63.5	81.7
Furs	65.4	69.5	Underwear-Muslin	63.3	90.1
Gloves	63.8	85.1	Underwear-Silk	72.1	84.4
Handkerchiefs	64.3	80.7			

Lines of Merchandise	2986 Stores of all sizes	827 Stores with 3 or more buyers	Lines of Merchandise	2986 Stores of all sizes	827 Stores with 3 or more buyers
Cotton Dr.Goods	54.0	77.5	Silk Dr.Goods	52.1	81.0
Dress Trimmings	49.5	70.4	Toilet Goods	44.7	61.9
Jewelry	47.2	66.3	Umbrellas	57.7	62.4
Leather Gds.Hbgs.	54.7	70.8	Veilings	43.3	55.5
Notions	54.1	74.7	Woolens	49.6	70.0
Ribbons	51.0	75.7			

TABLE C.

The following percentages of these buyers also purchase in large quantities lines mentioned in the other column. These side lines are bought in large quantities by the buyers mentioned in lefthand column.

Bathing Suit Buyers
- 50.7 per cent of them also buy.....aprons
- 54.5 per cent of them also buy.. ... .bathrobes
- 55.0 per cent of them also buy.....blouses
- 56.7 per cent of them also buy.....sweaters

Blouse Buyers
- 56.2 per cent of them also buy.....sweaters

Coat and Suit Buyers
- 74.1 per cent of them also buy.....dresses
- 52.7 per cent of them also buy.....furs
- 52.1 per cent of them also buy.....skirts

Dress Buyers
- 61.1 per cent of them also buy.....coats, suits
- 51.9 per cent of them also buy.....skirts

Fur Buyers
- 86.2 per cent of them also buy.....coats, suits
- 62.9 per cent of them also buy.....dresses

Handkerchief Buyers
- 50.9 per cent of them also buy.....gloves
- 57.0 per cent of them also buy.....neckwear

Hosiery Buyers
- 50.2 per cent of them also buy.....knit underwear

Neckwear Buyers
- 61.5 per cent of them also buy.....handkerchiefs
- 51.3 per cent of them also buy.....laces, embroideries
- 56.2 per cent of them also buy.....ribbons

Negligee Buyers
- 61.6 per cent of them also buy.....aprons
- 68.7 per cent of them also buy.....bathrobes
- 70.9 per cent of them also buy.....petticoats
- 60.9 per cent of them also buy.....silk underwear

Sweater Buyers
- 59.3 per cent of them also buy.....blouses
- 59.0 per cent of them also buy.....bathing suits

Underwear (Knit) Buyers
- 55.6 per cent of them also buy.....hosiery
- 51.1 per cent of them also buy.....underwear (silk)

Underwear (Muslin) Buyers
- 84.6 per cent of them also buy.....underwear (silk)

Cotton Dress Goods Buyers
- 56.6 per cent of them also buy.....blankets
- 57.5 per cent of them also buy.....domestics
- 69.4 per cent of them also buy.....linens
- 61.3 per cent of them also buy.....linings
- 60.2 per cent of them also buy.....silk dress goods

Dress Trimmings Buyers
- 78.3 per cent of them also buy.....laces, embroideries
- 50.3 per cent of them also buy.....ribbons

Jewelry Buyers
- 73.0 per cent of them also buy.....leather goods, handbags

Leather Goods, Handbags Buyers
- 66.3 per cent of them also buy.....jewelry

Notions Buyers

50.6 per cent of them also buy.....laces and embroideries
60.0 per cent of them also buy.....ribbons

Ribbon Buyers

50.4 per cent of them also buy.....handkerchiefs
52.0 per cent of them also buy.....neckwear
56.5 per cent of them also buy.....laces, embroideries
57.5 per cent of them also buy.....notions

Silk Dress Goods Buyers

57.6 per cent of them also buy.....cotton dress goods
63.6 per cent of them also buy.....linings
72.6 per cent of them also buy.....woolens

Veilings Buyers

55.5 per cent of them also buy.....handkerchiefs
64.9 per cent of them also buy.....neckwear
58.1 per cent of them also buy.....dress trimmings
64.7 per cent of them also buy.....laces, embroideries

Woolen and Worsted Buyers

54.2 per cent of them also buy.....cotton dress goods
50.7 per cent of them also buy.....linens
68.7 per cent of them also buy.....linings

How Many Departments Per Buyer?

A check-up of the number of buyers buying, one, two, three, etc., lines of merchandise is shown in the following table, arranged according to the number of buyers in each group:

3,054 buyers buy one line each, total.....	3,054 departments
1,206 buyers buy two lines each, total.....	2,412 departments
833 buyers buy three lines each, total.....	2,499 departments
559 buyers buy four lines each, total.....	2,236 departments
377 buyers buy six lines each, total.....	2,282 departments
355 buyers buy five lines each, total.....	1,775 departments
240 buyers buy seven lines each,totai	1,680 departments
149 buyers buy eight lines each, total	1,192 departments
136 buyers buy 10 lines each, total..	1,360 departments
131 buyers buy nine lines each,total.....	1,179 departments
91 buyers buy 11 lines each, total.....	1,001 departments
83 buyers buy 12 lines each, total.....	996 departments
74 buyers buy 14 lines each, total.....	1,036 departments
67 buyers buy 13 lines each, total.....	871 departments
47 buyers buy 15 lines each, total.....	705 departments
47 buyers buy 17 lines each, total.....	799 departments
35 buyers buy 16 lines each, total.....	560 departments
32 buyers buy 18 lines each, total.....	576 departments
24 buyers buy 19 lines, each, total.....	456 departments
21 buyers buy 21 lines each, total.....	441 departments
19 buyers buy 20 lines each, total.....	380 departments
18 buyers buy 22 lines each, total.....	432 departments
9 buyers buy 24 lines each, total.....	316 departments
8 buyers buy 23 lines each, total.....	184 departments
4 buyers buy 30 lines each, total.....	120 departments
3 buyers buy 26 lines each, total.....	78 departments
2 buyers buy 25 lines each, total.....	50 departments
2 buyers buy 27 lines each, total.....	54 departments
1 buyer buys 33 lines, total.....	33 departments
1 buyer buys 39 lines, total.....	39 departments
1 buyer buys 40 lines, total.....	40 departments

REDUCTION RATIO 18:1

2.5 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

2.0 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

1.5 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

PM-MGP 13″x18″
METRIC GENERAL PURPOSE TARGET
PHOTOGRAPHIC

200 mm

150 mm

100 mm

A5

A4

A3

1.0

1.1

1.25

1.4

1.6

1.8

2.0

2.2

2.5

2.8

3.2

3.6

4.0

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

1.0 mm

1.5 mm

2.0 mm

2.5 mm

PRECISION℠ RESOLUTION TARGETS

Century

1303 Geneva Avenue
St. Paul, MN 55119

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

4.5 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

3.5 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

3.0 mm

Table Indicating the Percentage of Buyers of One Line of Merchandise Who Also Buy Others

The frequency with which the buyers of the articles mentioned in the column below purchase other lines is indicated by the percentages shown in the columns to the right	APRONS	BATH ROBES	BATHING SUITS	BELTS	BLOUSES, MIDDIES	COATS, SUITS	CORSETS	DRESSES	FURS	GLOVES	HANDK'FS	HOSIERY	MILLINERY	NECKWEAR	NEGLIGEES	PETTICOATS	RAINCOATS	SHOES	SKIRTS	SWEATERS	UNDERWEAR—KNIT	UNDERWEAR—MUSLIN	UNDERWEAR—SILK	BATH ROBES	COATS	DRESSES	INFANTS' WEAR	SKIRTS	UNDERWEAR	ART NEEDLE WORK	BLANKETS	COTTON PIECE GOODS	CURTAINS	DOMESTICS	DRESS TRIMMINGS	JEWELRY	LACES AND EMBROIDS	LEATHER GOODS, HANDBAGS	LINENS	LININGS	LUGGAGE, TRUNKS	NOTIONS	RIBBONS	SILK DRESS GOODS	TOILET GOODS	UMBRELLAS	UPHOLSTY DRAPERIES	VEILINGS	WOOLENS	The frequency with which the buyers of the articles mentioned in the column below purchase other lines is indicated by the percentages shown in the columns to the left.
WOMEN'S AND MISSES' READY TO WEAR, ETC.																				**CHILDREN'S AND INFANTS' WEAR.**									**PIECE GOODS, NOTIONS, ETC.**																									
APRONS AND HOUSE DRESSES	100.0	63.1	50.1	16.0	49.6	31.9	28.0	31.7	24.6					48.0	49.3	28.4		29.2	39.8	19.2	46.1	42.3	31.5	32.2	32.6	31.5	29.5	27.7																							APRONS AND HOUSE DRESSES
BATHING SUITS	50.7	54.4	100.0	20.7	55.0	36.1	20.5	33.9	30.3	10.6	12.0	12.0		49.2	41.4	37.3		35.9	56.7	19.8	32.8	35.3	26.9	28.5	28.3	25.2	24.6	23.7																							BATHING SUITS
BLOUSES AND MIDDIES	46.2	40.9	47.8	13.7	100.0	49.7	20.9	47.5	32.9					38.5	37.4	32.6		48.2	54.2	12.0	29.9	31.0	28.6	33.4	33.4	27.8	30.6	27.0																							BLOUSES AND MIDDIES
COATS AND SUITS	27.0	27.4	27.6		46.7	100.0	10.3	74.1	52.7					26.7	20.3	45.0		52.1	25.8		11.0	11.1	19.1	25.1	23.4	15.7	19.9	15.8																							COATS AND SUITS
CORSETS	26.5	22.2	18.6		20.5	10.5	100.0	10.5		10.1				23.3	23.4				15.9	18.4	39.2	37.9	20.0	20.2	20.9	22.1	19.6	19.7																							CORSETS
DRESSES	29.1	30.0	28.8		48.5	61.1		100.0	49.3					25.0	21.8	39.9		51.9	27.1		11.8	10.4	19.7	25.1	24.1	17.0	20.8	16.4																							DRESSES
FURS	27.6	29.9	31.6		37.9	86.2		62.9	100.0					21.6	23.3	46.6		43.8	29.9		10.4	10.7	17.0	20.3	18.7	12.1	13.9	13.2																							FURS
GLOVES	11.7		10.6	29.4			11.0			100.0	48.0	43.3		37.9						30.5	15.3	16.3							16.6	11.6	11.2		10.9	23.2	22.4	33.8	28.1	13.3	10.9		30.8	35.6	12.6	16.3	32.2		21.3	12.0	GLOVES
HANDKERCHIEFS	10.9		10.6	29.6			10.9			50.9	100.0	32.3		57.0					10.5	30.9	14.2	16.9							21.5	14.3	14.3		13.6	35.8	28.9	47.6	35.3	15.8	14.6		37.7	48.9	14.6	24.1	28.4		38.3	14.6	HANDKERCHIEFS
HOSIERY				19.9						42.4	30.7	100.0		25.3					12.5	50.2	18.2	24.6							12.3	11.0	12.2		10.5	15.8	14.4	18.6	19.9	11.6	10.1		21.3	24.0	15.0	16.4	19.9		12.6	11.6	HOSIERY
MILLINERY					12.7	15.6		12.5	11.0				100.0				12.9																														MILLINERY
NECKWEAR				35.0			11.7			43.4	61.5	30.3		100.0	10.5	13.0				24.0	16.9	16.8							20.0				10.0	37.1	28.9	51.3	35.2	10.9	10.8		37.4	56.2	12.7	22.1	23.7		48.3	10.5	NECKWEAR
NEGLIGEES	61.6	68.7	48.1	11.3	48.9	28.6	34.9	30.2	24.5			10.0			100.0	70.9	36.3		31.2	43.6	22.2	62.0	60.9	35.5	35.1	35.9	35.1	33.5	37.1																							NEGLIGEES
SWEATERS	44.9	41.4	59.3	12.4	59.0	35.0	18.5	34.2	29.2		10.9	14.8			32.3	36.4	37.3		44.3	100.0	19.8	36.8	35.0	22.1	25.4	25.1	22.1	22.7	21.2																							SWEATERS
UNDERWEAR—KNIT	16.7	12.2	18.0	15.8	11.3		18.3			32.3	25.8	55.6		21.1	11.6	19.9			19.0	100.0	42.1	51.1		10.9	10.9	13.0		11.5	13.7	14.7	14.0		14.6	18.3	11.9	17.4	15.7	14.9	13.7		21.7	23.5	15.8	10.9	15.9		11.6	13.4	UNDERWEAR—KNIT
UNDERWEAR—MUSLIN	45.8	38.0	32.2	12.8	31.3	12.2	44.0	14.1		16.2	14.4	20.5		15.8	44.8	52.0	18.5	13.7	36.8	42.6	100.0	84.6	24.5	23.3	23.5	31.6	25.9	25.3	10.1						11.3				12.6	12.3							UNDERWEAR—MUSLIN
UNDERWEAR—SILK	37.1	33.6	29.6	13.6	27.6	10.2	41.0	10.8		16.2	16.3	25.2		14.8	40.4	47.0	16.3	12.6	32.6	49.7	81.0	100.0	22.7	21.6	21.5	28.0	24.0	23.6	10.2					11.1		11.6	10.6			13.3	12.6		10.1				UNDERWEAR—SILK
COTTON DRESS GOODS										15.7	13.5									14.8									19.0	56.6	100.0	37.1	57.5	31.8	10.1	26.2		69.4	61.3		23.7	20.4	60.2		12.0	29.4		49.3	COTTON DRESS GOODS
DRESS TRIMMINGS				23.0						28.3	41.0	19.4		39.1						21.1	11.1	12.5							31.9	26.6	34.5	21.3	34.5	100.0	28.1	78.3	26.8	33.8	34.8		47.7	50.3	38.8	16.6	18.9	18.0	45.8	34.0	DRESS TRIMMINGS
JEWELRY				33.6						29.5	36.0	18.5		32.9						14.8		10.3							16.9		12.0		10.5	30.2	100.0	36.0	73.0	12.0			42.4	38.4	10.5	45.3	33.6		30.0		JEWELRY
LEATHER GOODS, HANDBAGS				41.1						34.8	39.9	24.5		36.6						18.9		11.6							17.9					25.2	66.3	34.8	100.0		10.4	42.4	40.2	11.4	40.7	37.2		27.6		LEATHER GOODS, HANDBAGS
NOTIONS				33.3						35.2	40.7	24.4		37.2						23.6	13.4	15.2							30.2	21.6	24.4	16.6	23.9	45.8	37.2	50.6	41.7	24.9	29.2		100.0	60.0	29.1	39.0	22.8	17.9	30.7	28.4	NOTIONS
RIBBONS				32.2						38.4	50.4	26.6		52.0						24.7	12.9	25.2							26.0	18.5	20.7	13.7	20.6	44.8	32.1	56.5	36.7	22.5	24.7		57.5	100.0	26.9	27.3	24.7	15.8	41.3	23.3	RIBBONS
SILK DRESS GOODS										12.5	13.3	15.1		10.4						15.1		10.3							17.2	35.4	57.6	24.8	41.4	33.5		26.3		44.9	63.6		26.9	24.8	100.0		13.3	24.4	13.5	72.6	SILK DRESS GOODS
TOILET GOODS				27.1						28.3	33.3	21.2		25.1						14.4									16.4					20.5	46.6	26.3	45.7			44.3	33.2	10.9	100.0	10.9		23.6		TOILET GOODS
UMBRELLAS	10.4		13.9	26.6	11.2	10.4				43.6	38.5	29.6		28.5					10.2	20.5	12.2	12.2							14.5	15.6	13.5		14.5	21.3	35.6	26.7	42.2	13.9	17.0	12.8	26.5	31.7	17.2	28.7	100.0	10.4	27.9	18.8	UMBRELLAS
VEILINGS				31.9						33.1	55.5	19.4		64.9						17.1									18.9	11.3	12.6		12.6	58.1	33.9	64.7	32.9	13.5	18.3		41.4	59.2	19.1	31.6	31.4	11.9	100.0	18.3	VEILINGS
WOOLENS, WORSTEDS										14.8	16.7	15.0		10.7						15.8		10.5							18.9	43.3	54.2	29.1	46.7	35.7		25.3		50.7	68.7		29.6	25.0	83.7		16.9	27.7	14.1	100.0	WOOLENS, WORSTEDS

Percentage figures indicate frequencies at which these lines of merchandise are also purchased by buyers mentioned in the left and right-hand columns. Only where the frequency is over 10% of the combinations are the figures given.

REDUCTION RATIO 12:1

2.5 mm 1234567890

2.0 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

1.5 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

PM-MGP 13″x18″
METRIC GENERAL PURPOSE TARGET
PHOTOGRAPHIC

150 mm

100 mm

A4

A5

1.0

1.1

1.25

1.4

1.6

1.8

1.0 mm

1.5 mm

2.0 mm

2.5 mm

PRECISION℠ RESOLUTION TARGETS

Century

A&P

1303 Geneva Avenue
St. Paul, MN 55119

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

4.5 mm

ABCDEFGHIJKLMNOPQRSTUVWXYZ

Table Indicating the Percentage of Buyers of One Line of Merchandise Wh

The frequency with which the buyers of the articles mentioned in the column below purchase other lines is indicated by the percentages shown in the columns to the right.	WOMEN'S AND MISSES' READY TO WEAR, ETC.																						CHILDREN'S AND INFANTS' WEAR.											
	APRONS	BATH ROBES	BATHING SUITS	BELTS	BLOUSES, MIDDIES	COATS, SUITS	CORSETS	DRESSES	FURS	GLOVES	HAND'K'F'S	HOSIERY	MILLINERY	NECKWEAR	NEGLIGEES	PETTICOATS	RAINCOATS	SHOES	SKIRTS	SWEATERS	UNDERWEAR —KNIT	UNDERWEAR —MUSLIN	UNDERWEAR —SILK	BATH ROBES	COATS	DRESSES	INFANTS' WEAR	SKIRTS	UNDERWEAR	ART NEEDLE WORK	BLANKETS	COTTON DRESS GOODS	CURTAINS	DOMESTICS
APRONS AND HOUSE DRESSES	100.0	63.1	50.1	16.0	49.6	31.9	28.0	31.7	24.6						49.0	49.3	28.4		29.2	39.8	19.2	46.1	42.3	31.5	32.2	32.6	31.5	29.5	27.7					
BATHING SUITS	50.7	54.4	100.0	20.7	55.0	36.1	20.5	33.9	30.3	10.6	12.0	12.0			43.2	41.4	37.3		35.9	56.7	19.8	32.8	35.3	26.9	28.5	28.3	25.2	24.6	23.7					
BLOUSES AND MIDDIES	46.2	40.9	47.8	13.7	100.0	49.7	20.9	47.5	32.9						38.5	37.4	32.6		48.2	54.2	12.0	29.9	31.0	28.6	33.4	33.4	27.8	30.6	27.0					
COATS AND SUITS	27.0	27.4	27.6		46.7	100.0	10.3	74.1	52.7						29.7	20.3	45.0		52.1	25.8		11.0	11.1	19.1	25.1	23.4	15.7	19.9	15.8					
CORSETS	26.5	22.2	18.6		20.5	10.5	100.0	10.5		10.1					23.3	23.4				15.9	18.4	39.2	37.9	20.0	20.2	20.9	22.1	19.6	19.7					
DRESSES	29.1	30.0	28.8		48.5	61.1		100.0	49.3						21.0	21.8	39.9		51.9	27.1		11.8	10.4	19.7	25.1	24.1	17.0	20.8	16.4					
FURS	27.6	29.9	31.6		37.9	86.2		62.9	100.0						23.6	23.3	46.6		43.8	29.9		10.4	10.7	17.0	20.3	18.7	12.1	13.9	13.2					
GLOVES	11.7		10.6	29.4			11.0			100.0	48.0	43.3		37.9							30.5	15.3	16.3							16.6	11.6	11.2		10.9
HANDKERCHIEFS	10.9		10.6	29.6			10.9			50.9	100.0	32.3		57.0						10.5	30.9	14.2	16.9							21.5	14.3	14.3		13.6
HOSIERY				19.9						42.4	30.7	100.0		25.3						12.5	50.2	18.2	24.6							12.3	11.0	12 2		10.5
MILLINERY					12.7	15.6		12.5	11.0				100.0				12.9																	
NECKWEAR				35.0			11.7			43.4	61.5	30.3		100.0	10.5	13.0					24.0	16.9	16.8							20.0				10.0
NEGLIGEES	61.6	68.7	48.1	11.3	48.9	28.6	34.9	30.2	24.5			10.0			100.0	70.9	36.3		31.2	43.6	22.2	62.0	60.9	35.5	35.1	35.9	35.1	33.5	37.1					
SWEATERS	44.9	41.4	59.3	12.4	59.0	35.0	18.5	34.2	29.2		10.9	14.8			32.3	36.4	37.3		44.3	100.0	19.8	36.8	35.0	22.1	25.4	25.1	22.1	22.7	21.2					
UNDERWEAR—KNIT	16.7	12.2	18.0	15.8	11.3		18.3			32.3	25.8	55.6		21.1	14.6	19.9				19.0	100.0	42.1	51.1		10.9	10.9	13.0		11.5	13.7	14.7	14.0		14.6
UNDERWEAR—MUSLIN	45.8	38.0	32.2	12.8	31.3	12.2	44.0	14.1		16.2	14.4	20.5		15.8	43.8	52.0	18.5		13.7	36.8	42.6	100.0	84.6	24.5	23.3	23.5	31.6	25.9	25.3	10.1				
UNDERWEAR—SILK	37.1	33.6	29.6	13.6	27.6	10.2	41.0	10.8		16.2	16.3	25.2		14.8	40.4	47.0	16.3		12.6	32.6	49.7	81.0	100.0	22.7	21.6	21.5	28.0	24.0	23.6	10.2				
COTTON DRESS GOODS											15.7	13.5									14.8									19.0	56.6	100.0	37.1	57.5
DRESS TRIMMINGS				23.0						28.3	41.0	19.4		39.1							21.1	11.1	12.5							31.9	26.6	34.5	21.3	34.5
JEWELRY				36.6						29.5	36.0	18.5		32.9							14.8		10.3							16.9		12.0		10.5
LEATHER GOODS, HANDBAGS				41.1						34.8	39.9	24.5		36.6							18.9		11.6							17.9				
NOTIONS				33.3						35.2	40.7	24.4		37.2							23.6	13,.4	15.2							30.2	21.6	24.4	16.6	23.9
RIBBONS				42.2						38.4	50.4	26.6		52.0							24.7	12.9	25.2							26.0	18.5	20.7	13.7	20.6
SILK DRESS GOODS										12.5	13.3	15.1		10.4							15.1		10.3							17.2	35.4	57.6	24.8	41.4
TOILET GOODS				27.1						28.3	33.3	21.2		25.1							14.4									16.4				
UMBRELLAS	10.4		13.9	23.6	11.2	10.4				43.6	38.5	29.6		28.5						10.2	20.5	12.2	12.2							14.5	15.6	13.5		14.5
VEILINGS				38.9						33.1	55.5	19.4		64.9							17.1									18.9	11.3	12.6		12.6
WOOLENS, WORSTEDS										14.8	16.7	15.0		10.7							15.8		10.5							18.9	43.3	54.2	29.1	46.7

Percentage figures indicate frequencies at which these lines of merchandise are also purchased by buyers mentioned in the left and right-hand columns. Only where the freq

Percentage of Buyers of One Line of Merchandise Who Also Buy Others

R, ETC.				CHILDREN'S AND INFANTS' WEAR.										PIECE GOODS, NOTIONS, ETC.																		
PETTICOATS	RAINCOATS	SHOES	SKIRTS	SWEATERS	UNDERWEAR—KNIT	UNDERWEAR—MUSLIN	UNDERWEAR—SILK	BATH ROBES	COATS	DRESSES	INFANTS' WEAR	SKIRTS	UNDERWEAR	ART NEEDLE WORK	BLANKETS	COTTON DRESS GOODS	CURTAINS	DOMESTICS	DRESS TRIMMINGS	JEWELRY	LACES AND EMBROID'S	LEATHER GOODS, HANDBAGS	LINENS	LININGS	LUGGAGE, TRUNKS	NOTIONS	RIBBONS	SILK DRESS GOODS	TOILET GOODS	UMBRELLAS	UPHOLST'Y DRAPERIES	VEILINGS	WOOLENS	
10.3	28.4		29.2	39.8	19.2	46.1	42.3	31.5	32.2	32.6	31.5	29.5	27.7																					APRONS AND HOUSE DRESSES
31.4	37.3		35.9	56.7	19.8	32.8	35.3	26.9	28.5	28.3	25.2	24.6	23.7																					BATHING SUITS
27.4	32.6		48.2	54.2	12.0	29.9	31.0	28.6	33.4	33.4	27.8	30.6	27.0																					BLOUSES AND MIDDIES
29.3	45.0		52.1	25.8		11.0	11.1	19.1	25.1	23.4	15.7	19.9	15.8																					COATS AND SUITS
20.4				15.9	18.4	39.2	37.9	20.0	20.2	20.9	22.1	19.6	19.7																					CORSETS
31.8	39.9		51.9	27.1		11.8	10.4	19.7	25.1	24.1	17.0	20.8	16.4																					DRESSES
29.3	46.6		43.8	29.9		10.4	10.7	17.0	20.3	18.7	12.1	13.9	13.2																					FURS
					30.5	15.3	16.3							16.6	11.6	11.2		10.9	23.2	22.4	33.8	28.1	13.3	10.9		30.8	35.6	12.6	16.3	32.2		21.3	12.0	GLOVES
				10.5	30.9	14.2	16.9							21.5	14.3	14.3		13.6	35.8	28.9	47.6	35.3	15.8	14.6		37.7	48.9	14.6	24.1	28.4		38.3	14.6	HANDKERCHIEFS
				12.5	50.2	18.2	24.6							12.3	11.0	12.2		10.5	15.8	14.4	18.6	19.9	11.6	10.1		21.3	24.0	15.0	16.4	19.9		12.6	11.6	HOSIERY
	12.9																																	MILLINERY
13.0					24.0	16.9	16.8							20.0				10.0	37.1	28.9	51.3	35.2	10.9	10.8		37.4	56.2	12.7	22.1	23.7		48.3	10.5	NECKWEAR
29.9	36.3		31.2	43.6	22.2	62.0	60.9	35.5	35.1	35.9	35.1	33.5	37.1																					NEGLIGEES
34.4	37.3		44.3	100.0	19.8	36.8	35.0	22.1	25.4	25.1	22.1	22.7	21.2																					SWEATERS
20.9				19.0	100.0	42.1	51.1		10.9	10.9	13.0		11.5	13.7	14.7	14.0		14.6	18.3	11.9	17.4	13.7	14.9	13.7		21.7	23.5	15.8	10.9	15.9		11.6	13.4	UNDERWEAR—KNIT
32.0	18.5		13.7	36.8	42.6	100.0	84.6	24.5	23.3	23.5	31.6	25.9	25.3	10.1							11.3					12.6	12.3							UNDERWEAR—MUSLIN
37.0	16.3		12.6	32.6	49.7	81.0	100.0	22.7	21.6	21.5	28.0	24.0	23.6	10.2					11.1		11.6	10.6				13.3	12.6			10.1				UNDERWEAR—SILK
					14.8									19.0	56.6	100.0	37.1	57.5	31.8	10.1	26.2		69.4	61.3		23.7	20.4	60.2		12.0	29.4		49.3	COTTON DRESS GOODS
					21.1	11.1	12.5							31.9	26.6	34.5	21.3	34.5	100.0	28.1	78.3	26.8	33.8	34.8		47.7	50.3	38.8	16.6	18.9	18.0	45.8	34.0	DRESS TRIMMINGS
					14.8		10.3							16.9		12.0		10.5	30.2	100.0	36.0	73.0	12.0			42.4	38.4	10.5	45.3	33.6		30.0		JEWELRY
					18.9		11.6							17.9					25.2	66.3	34.8	100.0			10.4	42.4	40.2	11.4	40.7	37.2		27.6		LEATHER GOODS, HANDBAGS
					23.6	13.4	15.2							30.2	21.6	24.4	16.6	23.9	45.8	37.2	50.6	41.7	24.9	29.2		100.0	60.0	29.1	39.0	22.8	17.9	30.7	28.4	NOTIONS
					24.7	12.9	25.2							26.0	18.5	20.7	13.7	20.6	44.8	32.1	56.5	36.7	22.5	24.7		57.5	100.0	26.9	27.3	24.7	15.8	41.3	23.3	RIBBONS
					15.1		10.3							17.2	35.4	57.6	24.8	41.4	33.5		26.3		44.9	63.6		26.9	24.8	100.0		13.3	24.4	13.5	72.6	SILK DRESS GOODS
					14.4									16.4					20.5	46.6	26.3	45.7				44.3	33.2	10.9	100.0	10.9		23.6		TOILET GOODS
				10.2	20.5	12.2	12.2							14.5	15.6	13.5		14.5	21.3	35.6	26.7	42.2	13.9	17.0	12.8	26.5	31.7	17.2	28.7	100.0	10.4	27.9	18.8	UMBRELLAS
					17.1									18.9	11.3	12.6		12.6	58.1	33.9	64.7	32.9	13.5	18.3		41.4	59.2	19.1	31.6	31.4	11.9	100.0	18.3	VEILINGS
					15.8		10.5							18.9	43.3	54.2	29.1	46.7	35.7		25.3		50.7	68.7		29.6	25.0	83.7		16.9	27.7	14.1	100.0	WOOLENS, WORSTEDS

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